Secrets of success
Seven routes to the-
top in business

Hewlett-Packard earnings rise but share price falls


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 cies, Page 28
Roceord Australian defilit forecast The
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Suctan risks Harrord brande US secretary
of state Warren Christopher is poised
on the US list of states accused Sudan on the US list of 5
Ibrahim Rabanglda said he had offered to
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leave office De Beërs maintains ditid comment, Page: 11 African-controlled diam ond company is maintain
ing its dividend at 2as US cents asthere atter
improving half year earnings. Pege 13
 nonths to dune 30,16 per cent lower than int the
same period a year earter, whene exceptional gains boosted profits. Page 13: Iex, Page 12

 political wing of-the Kurdish Workers Party in
snid tourlsts safety could niot be guarauteed in
:nar zones. war zones.
Norweglan ministar's Heer Norway's
environment minitster Thorbioem Beatisen
 a "shitbag". The "drittsekks" jibe came at an elec.
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UK polution causing acid rain in Norway. Singapore detalils fiotation: Singapore is
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its its first privatisation offerimg in 1 Cotober. About
half the initial sales of 900m to 1.2 bn
hsarese will hee made througha a tender, with forelign investors
able to take part without restrictions Page' 4 Storm lashes Phillpphnes: Manila was
waist-deep in Iloodwater after tropical storm Tasha swept in irrom the Pacific. Mmad sows two were stranded aud some domestic flights communceled. uS doctor charged Controversial Michigan
doctor Jack Kevorkian wwas charged mith braaking doctor Jats new suicicie law for hefpyng a soyearold
than end bis life earlier this month Two previous
mat murder cases agginst Kevorkian were thro
out because the state had no suricide law. Hong Kong talks end: The latest round of
talks between ritianin and China on Hong Kongs political fruture en
sign of proores.
More Rusaian diphtheria cassess Fifty soldiers
in the Siberian region of Khakassia have suc-
 Rumbela outhereaks of other dangeerous diseases
from anturax to cholera have been reported in from ant irax to
the past week.


## China freezes pay of state enterprise workers

No

## British Gas may be broken up by UK government



| Gas chief welcomes 10-year working framework.......Page 7 |
| :---: |
| Editorial Comment.-Page 11 |
| Lex...........................Page 12 |
| London stocks....-......-Page 21 |
| Cedric Brown chief execu- |
| of British |
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| with greater certointy Howe |
| sid it would place British |
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| tom changes which |
| domestic customers. <br> Mr Neil Hamilton, consumer |
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| on the commission's findings. In addition, the government may want to push ahead with tbe introduction of competition more quickly. Ofgas, the industry regu mission had been "overly cau. tious" in its proposals for freeing up the market. <br> Gas's rivals which of British trial customers would like to see the gas market freed up at the same tuled for 1998. <br> The monopolies inquiry was rows between Britsh Gas and its regulator. Sir James Mckinnon. head of Ofgas, wanted the Comthat British Gas should he allowed to earn Sow lis pipeline operations. Mr Brown hower. requested a full review of the ompany's activities. <br> British Gas was last subject to tigation in 1988 because competition in the industrial supply marsince privatisation The inquiry lack of access to gas supplies and recommended that Britist gas huy no more than 90 per cent of gas from new North Sea fields. British Gas yesterday sald the government should consider set- ting up a hody to regulate ting up a hody to regulate Britain's regulators after the Monopolies Commission rejected a request hy it and other compa- nies for an examination of the |
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## Rexrodt moves to defuse VW spying row with GM



[^0]SE-Banken cancels request for state aid


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Brussels to investigate potash merger


Georgian arrest in US envoy's killing
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| and Judy Dempsey im Berlin | hy the Treuband agency. <br> After a month-long investiga- |
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## Russia launches oil privatisation

By Leyta Boulton in Moscow RUSTIA hanches the first
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reflectes the political battle around privatisation, partlicu-
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## IT'S AS GOOD FOR THE IFD AWARD AS IT IS FOR YOUR DESK.



## Canon



## Yen eases against dollar



Japan's LDP fears for its cash supply
Gordon Cramb on company doubts over party donations


Gaishi Hiralwa of the
Keidanren: denied favours
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Slower S Korean growth seen
 Israeli-backed south Lebanon
militia pounded by guerrillas
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| , | southera Lebanon, has vowed | and the role of Hizbollah. | Meanwhile, tha Palestine |
| drer | to continue attacks despite an | which it continues to usa as | Libaratlon Organisation said |
| est attack on the | informal ceasefire astrement | leverage against the Jewish | yesteriay it would - For the |
| zone since last month' isra | brokered last month by Mr Warren Christopher. US secre. | ${ }_{\text {Laste }}^{\text {staste. }}$ month, during Mr | irst ime - appoinisome fales. |
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| came a day after Syria. the | Israel has said it will respond |  |  |
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| warned the Beirut goveriment |  | breaktibrougb in | peace talks, made tha |
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|  |  | However, the Syrian leader | to force Israel to open |
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| The protranlan Hizhollab. | which Hizbollah opposes. | strongly criticised the Leban- | unblock the peace process. |



Singapore starts New wealth tax telecom sell-off

By Kieran cooke
in Kuala Lumpur


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Seoul presses Israel on ties with Pyongyang


By Farman Bokhari
in 1 Islamahad



NEWS IN ERIEF
Indonesian troops 'to leave E Timor'
NDONESTA yeserday sald it would withdraw all combat forces
from the territory of East Timor, leaving ondy tropos engaged to
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 Hussein changes voting rules



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 - to seek tresh MiF loans in return for agreement on a structural
adiustment rigramma
The seven countries and possibly others are due to attend a
 India to ease currency curbs

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HK talks make no progress




ABB in link
with Russian carmaker

## Caribbean pact with Cuba draws US fire

Canute James examines regional repercussions of plans for trade and technical co-operation


AT\&T in travel data contract

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Telegraph, the largest US telecemmunications operator,
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## California rethinks unitary tax system



## Dole attacks Bosnia moves as 'invitation to dictators'




## South-east leads US recovery

Barbara Harrison on the advantages of a diverse economic base


CONTRACTS \& TENDERS

## MISR HOTELS COMPANY

AN EGYPTIAN SHAREHOLDING COMPANY AFFILIATED TO
THE HOUSING, TOURISM AND CINEMA HOLDING COMPANY

## ANNOUNCES

The sale of 16065 shares representing $51 \%$ of the shares of MISR TOURIST VILLAGES COMPANY
(Cairo-Egypt)
THE COMPANY
Misr Tourist Villages Company (MTVC) is an Egyptian joint stock company established in 1985 under law No. 159/1981. The company is engaged in developing and owning hotels and tourist projects in Egyp. MTVC's operating asset porttolio includes:-

- El Fayrouz Hilton Village, a 150 room 4 star village located at Naama Bay, Sharm E Sheikh. The village is currently being upgraded to a 5 star level and has the potential for future expansions on a land plot of 60000 sq . m . opposite the village site.
2 - Hilton Coral Village, a 180 room, 20 bungalows, 5 star village located on the Nuweiba beach front.

In addition, MTVC has other assets and investments in joint ventures in the tourism sector.

## SALE PROCEDURES

The shares of the company will be sold through a competitive bidding procedure according to the terms and conditions of the Bid Documents and subject to prevailing Egyptian laws and Bank) a complete set of Bid Documents outlining the bidding procedures and requirements, including detailed information on the company. Bids for the entire amount of offered shares as well as partial bids will be accepted with a minimum bid of 1575 shares. Bidding is restricted to Egyptians only. Bid Documents are available at a price of US $\$ 1500$ or the prevailing LE equivalent at the purchase date. Bids will be accepted until noon on Tuesday October 12th, 1993.

Bidders interested in the contemplated transaction should address all their requests to :-
COMMERCIAL INTERNATIONAL BANK
(EGYPT) S.A.E.
Mr. Adel El Labban
General Manager \& Board Member
Nile Tower - 21/23 Giza Street
Giza - Egypt
Tel: (202) 3481797
Fax: (202) 5702691 or 5703172



# Improved public sector deficit boosts sterling - Equities and government bond prices at record highs <br> Cautious reception for lower state debt figures 



Labour plan
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Strike action threatens mail service

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Foundation for Crown Agents The privatisation of the Crown
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Bank to advise Underground

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Ford deal for Lucas venture


## Package tour companies intensify price war



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Tha FTT.SE 100 index closed at 3,025 .

Gas chief welcomes 10-year working framework
Deborah Hargreaves examines the main recommendations of the monopolies probe into British Gas

 A freasury its November Budget
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BUSINESS AND THE ENVIRONMENT


## CONSISTENCY.



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ARTS

## From Highgrove to home videos


molorbikes. Where a BBC fanmera crev
would bave been well prepar fo
Konchella's astounding finish in tbe 80

 The time has come, if not for a c crmplete
retraction, al least for a reappraisal. When




 ajo on the faith that was placed in DDD
justa after the war, then the launch of the
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None of that here. The production team et Scottlish Opera. Ho Howard
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- BAYREUTH

In the absence of The Ring, production of Tristans und slosideid

 might be ocnsidered igh measurements, he had mastreer

 Hivel tong with the charaxter. Heiner designes by Eirich Wonder, was descoionaly distancang and centralihy Uurrmamic. The conductor s Jal Barenboima. The prograimid by James Levine with Desooran poota






Malcolm Rutherford Joseph Haj and Cordelia Gonzalez in Peter Sellars' production of 'The Persians'

A new 'Foscari' and a concert 'Così'


 Abbeado, Ashkentaz, Barnenboin, Tenitateat plus Beopthoven nipino
recitas by Brondel and Polinii Peter

 - HEDELBERG Thir year's open-air festival at
Heidelberg Castle features productions of Cav Cavd Pag.
Romberg' The Studen Price (sung Rom English and Haydn's rarely
staged $L$ 'lsola daisabitata TTonights
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The festival, cellebrating its 25 th



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## local atmosporere than most interamional frostival. In toright's concert et Klet Giddo     The Wytton Marsalis Band. Gïnter  <br> TORROELLA DE <br> The festival is based in e town on <br> the Costa Brava near spain's bordor with rrance. The Solomon TTo gives a concert on Fi, followed by the <br>  | Bend Joan-Pier |
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| and |
| (0972-781088) | <br> Despite the presance of chamber <br> Daspite the presance of chat ensembles from inthuania, zechoslovakia and <br> Czechossovakia and the Netheriands, this year's Warsaw Autum oontenporay music festival (Sep 17-25) hes a less internetional <br> look than in the pass two years. apratenty because feconomic problems. Nevertheless, the fetival <br>  <br> contemporary muslc scene, with <br> 



| ARTS GUIDE <br> Monday: Performing arts guide city by city. Tuesday: Pertoming arts Guide city by city. Guide <br> Thursday: Festivals Gulde. <br> European Ceble and <br> Satellite Business TV <br> ANi times are Central Euro pean Time) <br> MONDAY TO THURSDAY Super Channel: European <br> Business Today 0730; 2230 Monday Super Chennel; <br> West of Moscow 1230. <br> Times Reports 0630 <br> Wednesdey Super Chan- <br> Reports 2130 Thursdey Sky Newa: <br> Financial Times Reports 2030; 0130 <br> Friday Super Channel: European Business Today <br> European Business Today $0730 ; 2230$ Sky News: Financial Times <br> Reports 0530 <br> Seturday Super Channel <br> 0930 <br> Sky News: West of Moscow 1130: <br> Sundey Super Channel: <br> Super Channel: Financial <br> Times Reports 1900 <br> Moscow 0230; 05\%0 <br> Sky News; Financiai Times Reponts 1330; 2030 |
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## Good and bad of managed trade <br> 





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Alexander Nicoll and Dennis Engbarth on Taiwan's infighting



## LETTERS TO THE EDTITOR

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## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel; 071-873. 3000 Telex: 922186 Fax: $071-4075700$ Wednesday August 181993

## The MMC and British Gas

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## A lull in creative tension

Deborah Hargreaves on the outlook for the regulator

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sion has proposed虽 has proposed It betieves that many of Brilisb Gas's fears of price
tises for small uses. and other pen-
ittes of a freer mariket, are "alamIn. addition, tbe regulator is
unhappy about suggestions hy the
 trading arm. Orgas is prepared to
pans hard for shareholders to bear
this harde,
bave henefited itrom they
who
bonopoly prices - higherd than in tho mopolset
Fere competitive - since privatitian
tion. The commission bas also trust-
 This is an area that could prove
contentions sime views difter
gratity. sir James s.iscessor wil
need patience and tolerance if he or need patience and tolerance if he or
see is to remain in harmonions
relations with British Gas.

OBSERVER


## sulghty mare down-toearth ctaractert than his liamboyant prececessor. Guite erough entrepreneurial gais is residient in chairman Robert Hair ita resi Motague.

Living down E UK tellyaddicts rejoicel Nest
moonth brings abrand new woth channel. if boredom is settiong in
with the other 19. A palty selection perhaps, compared with tha 150 on offer in Nee Y York, hut
this one is \#orth waiting for.
UK Living is aimed at women


Comic turn
E US ambassadors to Mexico are
in the habit of stirring things up. but has Jim Jones. who is stepping
down an shaiman of the American Stock Exxhangen to take up the top
ciplomatc post in Mexico, set a Lecord?
Even before he had set foot in
then the country, Jones was heard havis as well as to hroach the
ticklish question of efectoral froud. That may have satisified his
interlocutor during conifimation interliocutor during confirmation
hearmgs, right-wing repullican
 astionalist Mexican press
immedistely branded Jones an nterventionist would be proconssul
Even the normally sedate Excelsior newspaper urged his replacemene
Jontes, a former democrat complains hthat tee merely said

Balancing act in the pipeline

## nore politically acceptable. The osts of the restructuruing thoul the loaded on too the then rather hana British Gas's shareholders. his was because it berieveedders. that ane companys pronitamility should e enhanced to enable it of attract pvestment - and presumabily win British Gas's.s aupoprest for the pe packussiness for divestment. Mr Heseltine curdur redirecta antrono of hese costs on to British Cas itself. whicb would have the double avaratage of keeping prices down or the consumer and ensuring that costs were being shared Apart from the consumers and sharehoders. third constituneny hat oeeds to he catered for is the  <br> W      For British Gas itself, the report marks the beginning of a period of deep uncertaint hoth over Mr Heseltinets iantyon Hestons and, assum.    ${ }^{\mathrm{Mr}} \mathrm{s}$    The question has now moved on to hou bet ta deal with these defects. The Department of Trade and Industry was being stadiously uncommunicitive yesterdsy abut is viems on the report put miniss crs have aiready indlcated that they want anmangeahle" osoution the Britisb Gas proble. By this moy mean an outcome that satisines most of he ocrocmmo of most of the notested parties. That is no small bas clarified many mon of the issues in in this most complex of monopolies, and pointed to toe possible answers.

_
was misumderstood. Stiln, if he is to avoid the fate of onan Cavin,
the former movie star appointed
Mexicina mmassador Mexican ambassador inp 1981 by
Ronald Reagan , he had better smarten up pis act.
Gavin sim tilingmess hreak all
the rules of diplomacy went down wer rues of didpomacy went down
well with the like of Helts. but
his period in offree coincided with a low point in relations between
the US and its mportann neighbour
Gavin so intensed the locals that Gav so incensed tte locals that
te Mexan press ungete that
Cantinfas. the comedidan whom mad his name in Aroumd tbe World in
so Days, should he sent as Mexico's
ambassador to Washiogton

Jones the Joke I Entering the Pearly Gates, Mrs
Jones is anxious to enlist St Peter's
and help te tinding her late tushand.
On being told his name is ibai
. On being told his name is Dai
Jones, the saint sigs. "We ehave
hundreds hy that name., says he, hundreds hy that name. "says he,
could she perbaps bea hit more could she perhaps be a hit more
previsen Was hat for tistances. Jones
the Post or Jones the Groce? Mrs Jones was unable to oblige.
"Funnily enough he never had nuanuly enough he never had
nickname." ${ }^{\text {"Well. }}$ said St Pete
patiently. "can you pive me any patiently, "can you pive me any
other sor of ditair?
Atter a lifte thought, Mrs Jones related Llow her hushand had
always said he would turn in his grave wer she to be unfaithril
to ilim when pe was gone. Aha,",
cried St Peter. "That must be. Revolving Jones."

FINANCIAL TIMES
Wednesday August 181993


## Modest growth and higher inflation seen <br> Australia forecasts $\$ 11$ bn budget deficit



## East German bank managers on trial over $\mathbf{\$ 2 3 3 m}$ loans

| By Judy Dempse in Bertin |
| :---: |
| TWO former managers of an castern German savings bank went on tral in Halue yesterday of funds in one of tbe blggest financial scandals In Germany since reunification In 1990. |
| At the centre of the case is |
| Stadt und Saalkre |
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| (00m (sex3m) creailts d |
| the summer of 1990 to men |
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## SE-Banken in $\$ 660 \mathrm{~m}$ rights issue

## Continued rron Page 1

 the result of tower maminly heen interest retes,although tle bank biss also bene fited Iren restructuring and
reductlon in it balance sheet In the second quarter. the group nade a proift of SKr310m lualf lo. to SKrrasm. whech was SKr.2bn lower thinn in the same
lygn period and much less than Operatins profits before lend.
ing loses rese 58 per cent to


GM diesel engine plant to be built in Germany

## By Kevin Done, Motor Industry Comespondonh in Londor GENERAL MOTORS is to invest

 GENERAL MOTORS is to investDM50m (ss20m) to build a a new
range of diesel range of diesel engines at its
main opel engine plant at
Kalserslautern, Germany, after winning autrement from treate
unions on a packane of far-reach-
ing labour reforms at the





 the plant. It has won agreement
for team ororing and the lite
gratoon of prodnction and main-
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 achiceved without any rireak of
production, and preventive
malntenance will be performed malntenance will be performed
as para of norinal working time
on Saturiays on Saturdays with out payment
of any overtime premiumm
Opel is cutting the layers of management at the plant trom
five to four, and the works coun-
cil has agreed to work to lower five to four, and the works coun-
cil thas afged to orork to lower
absenteen to absenteeism to an internation-
ally competitive level of less
than 5 per cent.
absel surfers
absenteism of aronud absenteeism of around 9 per cent
at lits Bochum and Rüsselsheim
pants In Cermany. plants In Germany
The company said to belleved
that with tbe new labour agree
 lng will also continue to be poss
sible in Cermany. The cboice of
ind Kaiserslatern was a commilt
ment by Opel to Germany, sald
Mr Henman. ment by Opel to Germany, sald
Mr Herman
The facity will bave capacity
to produce 250 . 000 engines a to produce 200.00 engines
year with production starting at
be end of 1995 . It sitl te end of 1995. It will employ
475 people at full capacititand
will belp to slow the fall in tbe
opel workorce at the sit


 ensines at a time wben diesels
are rapidly yrowing in popular-
itt. It was forced yesterday to
 tra and Astra diesel cars in Ger
many by DM1,00 per car to try miang biter sales.
Diesel engine Di.sel engines accounted for
17.1 per cont of naw car sales in
Europe last Europe last year compared with
1.4. per cent a year eariiier
according to figures from Auto
nit motive Indastry Data. Tbe dies
market share in Germany




## Raytheon Company of the USA

for
$£ 250$ million

The undersigned acted as financial adviser to British Aerospace

## Kleinwort Benson

FINANCIAL TIMES
COMPANIES \& MARKETS


Hewlett's rise of $44 \%$ fails to impress
$\begin{array}{ll}\text { By Louise Kehoe } & \text { increase of 18 per cent. } \\ \text { in San Francisco } & \text { Our results are a major } \\ \text { HEWLETTT-Packard yesterday } & \text { improvement over last yaers } \\ \text { third quarter, with proant margins } \\ \text { reported a 44 per cent increase in } \\ \text { np and earnings grouing faster }\end{array}$




James Blitz says speculation in the ERM may be more difficult Fwwiw Days of the one-way currency bet are over
Ciobal foreign exchange turnover
Selected currencies on one side of transactions


Dealers are learning to live with a different market, in which exchange rates move two ways but over bigger distances than they did


[^1]

Exercise in reassurance at Nippon Credit
The bank hopes that its new president will restore its image, writes Robert Thomson



De Beers
De Beers Consolidated


## EXXRACTS FROML NALDITED INTERM RESULTS FOR THE HALF-YEAR ENDED 30 JUNE 1993

Attributable to the De Beers/Centenary linked units

- Improved earnings and lower borrowings
- Dividends maintained in dollar terms



## DnB may be privatised again as profits return



|  | GOLD FIELDS <br> OF SOUTH AFRICA LIMITED <br>  PRE MMINATY ANNOUNCEMENT OF RESULTS |
| :---: | :---: |




## Evans Halshaw jumps to $£ \mathbf{3 . 7 m}$

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opened nup tbe possibility of the
smaller and mnedium sized cum
manies beind
 progress lifts Epwin to $£ 1.75 \mathrm{~m}$


## Quicks ahead despite patchy sales




scocon hart would be tari bi


with operating profit at $£ 1.87 \mathrm{~mm}$
(££233m.
Nite interest charges

## 

 It is planried to recreanisehe capital Preference
dends


Royal Bank extends offer for Adam
The s.10.5m offer by the Royal
Bank of Scotland for Adami
Company, the Eding burghb-based
private, bank, has
been



per cent). The offer has be
extended wutil Augus 27 .
S. BANK OF GAEECE




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## Wells Fargo \& Company

USS200,000,000
Floating rate subordinated
capital notes due 1998
In accorrlance with the
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Agent: Mo:gan Guaranty
Trust Company
JPMorgan


## Two banks to advise on Brent Walker disposal


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"some level of returolng
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At tbe perlod.end, tbere
were no external borrowings.

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An acquisition with logic
Andrew Jack and John Gapper on Sedgwick's purchase of Noble Lowndes


'Bloody bizarre' goings on at RTZ | By Kenneth Gooding, |
| :--- |
| Mining Correspondent |

 Reuter report aboant the orgyantsation which sald it
might arrangea
bid for the might ararange a bid for the
wordd's biggest ullaing
company
 saring a bid was helng
organised, told the news agency that hls gronp felt
mineral wealth should not be controlled by corporations. ${ }^{\text {logevelopment in the developing }}$ morld and we beieve birthright of each nation," he andded "And we do not
bellere that the birthright of each nstion should be
held within a corporate
 individidals, companies and
countries that were members
of his
szoomanisution held
shares. shares.
The market was not
pantecked by Mr Grant's revelation and the RTZ same
prize ended unchanged at
$687 p$. Reven so, Mr Grant and his
friends would have to find at least another 87 ba to bny the
Eroup.
RTZ, which has contacts. with many environmentil and
national yonps
worla, spand it had nond no the knowiedee of Mr Grant's organisation.
Instean of rushling to hire
a merchant bank to to munt a merchant bank to mount
a a thd defence, .RTZ pased the
fax on to the Lordon Stock


## Hoskins sale discussions

 may lead to new directorsBy

By Paul Cheeseright,
Mddands Corresponder BUCLNALL GROUP, tbe
quantity surveylug, property
and project management com
 ${ }_{30}^{31}$ per cent in the gear to April 30. Mr Richand Miles. chairman,
expects "a return to poritabll
ity in the not too distant



GT Chile Grow in asset value Basic net asselver value per share
of CT Challe Growth Fund stood at 525.39 ( 830.79 or 527.54
diluted ?
 Net trosome for the hall year
to end. June totalled 86.98 ma
( $(44.8 \mathrm{sm})$
 For the period of inceptlon of
the conpany, February 1990, to
December






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He highighted the scope for
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by many companies as a result
Mr Tarant also stresed the
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Lowndes and Sedgwicks exict. Lng clesess.s. pardicuilark's in the the
midule market.
the Ho was also keen to point
out yesterday what he helieves
is substantial scope for







Noble Lowndes under Imro investigation

| ncraw | personal financiai services divi- | to take several more moniths |
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| NOBLLS LOWNDSS, the employes benefits |  |  |
| er investigation by the | April bits year to examine these breaches, | e |
| Organisation, accordilng to the eccrubsttion | 5 |  |
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| yetiernay. It says that last year Nohle Lo |  |  |
| tified possible breaches of | Mr Stuart Tarrant, group finance ditec. tor, said Sedgwick was filly aware of | ficaut changes in lis dures to remedy comp |

## Marbaix merges Asquith and Butler <br> to create single machine tool maker



[^2]

## PEOPLE



## Seven routes to the top of the tree

Hard work, motivation and a certain something can lead to business success, says Adrian Furnham
 biographies of min ar Eur
monapean
mOnarchs or film stars. Many vecons san ted the
teabov-to-menaging tide
 humble beginnings to
mut hi- inilion dollar moguls. Many
of theses tales der of an occasionally morion roller coaster
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comparison on this lonely journey being a consistent
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pathways to company growth has pathurass so company growth has
revealed how relatively few they
are in number. are in number.
Case studies have shown for
instr
 companies such as Way tit Disney
Benetton Korean Airlines. Federal
Express, Hilton Hotels
 each Mandarin Hotel group
pathways
p id via different pathways.
Business
S
 University Business School have
argued there argued there are only really seven
distinct routes to significant business success.
All fypergrowt firms surveyed
appear to
Et into one or other of



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I5T] mancuinus
Mr Robert J Eaton
Chairman of the Board and Chief Executive Officer Chrysler Corporation

Professor Dr Ulrich Selffert Member of the Board of
Management
Management
Research and Development
Sir Trevor Thin CVO Chairman and Chief Executive Lex Service PIc

Ing Giorglo Garuzzo Chief Operating Officer Fiat SpA to the current economic climate.

Speakers include:

Timed to coincide with the Frankfurt Motor Show, this biennial meeting will focus on the challenges and opportunities facing European, US and Japanese motor manufacturers and examine how the automotive industry is responding

## WORLD MOTOR CONFERENCE

## Frankfurt, 8 \& 9 September, 1993

| Mr Robert J Eaton | Mr Helmut Werner |
| :--- | :--- |
| Chairman of the Board and | Chairman |
| Chief Executive Officer |  |
| Chrysler Corporation | Mercedes-Benz AG |
| Professor Dr Ulrich Selffert | Mr Tadahiro Shirai |
| Member of the Board of <br> Management <br> Volkswagen | President |
| Research and Development | Nissan Europe NV |
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| ny Giorglo Garuzzo | Renault SA |
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## Germans and Dutch get bulk of CIS aluminium



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## Coffee producers pin hopes on export curbs


#### Abstract

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Lithuanian land reform yields crop of problems


Undersized farms are unable to meet output requirements，writes Matthew Kaminski

worild Commodities prices

| MARKET REPORT |  | cocan－tere |  | － | Chicago |
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| Lower London Metal Exchange during the afternoon uncoverice good huying interest，which resulted in busy markets and，in copper＇s case，a final rally，Trader copper prices was due toUS－based selling touching llquidation and stop－loss selling montrs，which pushed the three $\$ 1,895$ ，against an earlier high of$\$ 1,913$ ．But strong buying below $\$ 1,900$ eventually tumed the market and last business was at an Aluminium eased to the day＇e low | In the early afternoon after news that the closure－threatened 263，000－tonnes－a－year Romanian at 110,000 tonnes a year．The three months position dipped to $\$ 1,186$ evident below S1，190，COCOA futures closed lower in London， dapressed by another failedattempt in Now York to breach key resistance at $\$ 1,017$ a tonne for the December futures position．The strangth of sterling also added to the downward pressure． Compiled from Reuters |  |  |  |  |
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## Bonds lead share prices higher again



## Glaxo back in demand






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## fund managers to sefl while at tine same time seeting 10 buy   <br>   lumiurries of toe FT-SE 100 Inde. took inhe interest aws frome the second ine issums Strong rises in British Gas.       

CROSSWORD







FT MANAGED FUNDS SERVICE




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## GET YOUR FT BY HAND DELIVERY

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of the FT at

## america <br> Hewlett drops after results disappoint

| Wall Street <br> US share prices were trapped <br> in a narrow range either side of opening values yesteriay $m 0$ <br> subdued trading. writes Patrick <br> Harretron in in New York At 1 pm. the Dow Jones <br> Indistrial Average was up 3.08 <br> based Standard $\&$ Poor's 500 <br> was 0.09 lower at 45229 , while <br> 129 at $42.6 e^{2 .}$. At 12.30 pm, the <br> at 733.53 . anotber new record <br> Trading volume on the <br> Equity markets paused for <br> breath sesterday after mon- <br> day's heavy hyying which lifted several key indices to new record highs. <br> Some initial profit-taking left prices lower soon alter the opening bell, but the selling <br> waa insuffrie iently widespread to leave stocks in the red for <br> particularly long. <br> Withiu in hour of the start <br> the markets were back in posi. <br> move much from there for the <br> rest of the morning session. The lack of direction from the <br> bond market was partly to <br> hame for the sluygish move- <br> ment among equities. <br> news also contributed to th <br> news also contributed to the department reported that housing starts had fallen 27 per cent in July, providing furtber evidence that the housing mar. ket remains weak in spite of low murttage rates and a grad- <br> ually expanding ecouomy. <br> The bif neuss of the day was dropped \$s to si0it in volume of nrm shares after reporting fisSl.06 a share, up from 75 ceots a slare a year ago. <br> In spite of the improvement on a year earilier, the stock feel gharyly becanse the results were not as strong as Wall Street bad expected ${ }^{-}$analystsi forceasts hard averaged around |
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Cemany leads European turnover gains William Cochrane analyses the continued upsurge in bourse activity


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Wide variations in senior bourse performance


#### Abstract




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Hong Kong and Singapore establish new record highs



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